

Army Senior Fellows

CORNERSTONE

Army Leaders for the 21st Century



Anne P. Twist, Alumni President

From the ASF Alumni President

Congratulations on being selected to the Army Senior Fellows Program. You have embarked on a wonderful journey to fine tune your competencies toward becoming an excellent SES.

Let me introduce myself. I am Anne Twist, one of the charter members of the ASF program, and now president of the alumni association. There are very few of us right now, but I do look forward to our organization growing. I have been in my current job for less than a year, and was an ASF for only 6 months. The ASF Program provided me great opportunities, experiences, and friendships in that short period of time. As we all have learned, it's often not the quantity of time, but rather the quality of time that shapes us.

Let me briefly share my insights on becoming and being an SES and solicit your comments or questions. When I thought about being a SES, I wondered why they named it the Senior Executive Service after it was created in 1978. I got the "Senior" part: older, wiser, with more depth and breadth of experience. I got the "Executive" part because of the increased responsibility and the need to think more strategically.

However, I wasn't sure about the "Service" part. Why wasn't it Senior Executive Corps or something else that conveyed our stature? Weren't people supposed to serve such high level leaders? As I reflected on my role in the SES, serving God, country, and family took on a whole new meaning. I now feel a greater sense of serving others rather than being served. I serve my boss and I serve my employees more than ever. They in turn support me. I have found that success depends on developing a strategic perspective on Service, then living it with Executive style and Senior wisdom. I encourage you to think about how you can continue to develop your style and focus your wisdom to best be of **service** to others and to the nation.

Quick Thoughts

- The holidays are upon us! As you spend time with family and friends, keep SAFETY uppermost in your mind. We want you back healthy and whole!
- During this special time of the year, please remember those still in harm's way, defending our freedom.

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Our Brand, Our Identity by Lisa Shaler-Clark

On the surface, the Army Senior Fellows (ASF) emblem is simply an attractive, color-coordinated graphic. On closer examination, however, it's much more than that. The artful design of the logo and deliberate choice of colors convey important attributes of the Army Senior Fellows Program. The circular logo has the Army at its center, providing a focal point for each Fellow in the program. Two sets of stairs signify the diverse paths that Fellows may ascend, but all progress upward. The keystone symbol above points to our aspirations for the Senior Executive Service. The blue background stands for fidelity, the white lettering for integrity, the gold for valor, and the stars for service to our nation. The core goals of "Education - Experience - Leadership" are the means through which each Fellow refines executive competencies. The words "Army Senior Fellows Program" are printed on the circle, appropriately embracing all of these concepts. Look at our logo with pride; it's a great emblem that depicts our mission, focus, goals, and values.



From Me to We by Bruce Jaeger

We're currently in the organizing phase of our Army Senior Fellows strategic studies initiative (SSI). A Steering Committee has identified topics for exploration under the broad category of "Setting Conditions for Military-Civilian Leader Interchangeability." The SSI is intended as a decision piece, seeking change at the SECARMY level.

We've all seen the study proposal and had a chance to comment. Bob Simmonds is the honcho for the overall effort, several have stepped up as leads for subgroups, and others have volunteered for specific roles. Fantastic!

As the remaining Fellows consider their involvement, three questions naturally arise: 1) Is this mandatory? 2) What's in it for me? 3) What'll it cost me? Let me briefly address each of these.

Your participation is voluntary. However, we are reminded that our first allegiance is to the ASF Program, despite developmental assignments that tend to consume our attention. If you do volunteer, please honor your commitment by contributing solidly, and by meeting your suspenses. Anything less would be unprofessional. On the other hand, if you choose to stay on the sidelines, we will miss your valuable perspective and talents.

What's in it for me? Much!

- It stretches your expertise
- It adds to your resume
- It helps satisfy your NSPS objectives
- It facilitates teambuilding with other Fellows
- It expands your network
- You join the other volunteers (vs. being the "odd man out")

What'll it cost me? Time. True, we're all busy and extra time is hard to find. But if we all pitch in and spread the workload, the added work for each of us will be 2 or 3 hrs/wk (give or take) — a manageable burden.

The three questions above, while fair, seem pretty "me-centric." So let's move from "me" to "we" and look at greater reasons to participate. First, the SSI will demonstrate the capabilities of Senior Fellows and bolster the reputation of the Program. Second, the SSI is a great opportunity to make a difference in our Army by improving overall flexibility and readiness. Third, here's a chance to take the Army someplace new ... such is the calling of leaders, and we surely ought to embrace that challenge.

"... the SSI is a great opportunity to make a difference in our Army, by improving overall flexibility and readiness."

Education Station by Terry Robinson

Q: What can you give completely away and yet fully retain at the same time? A: Knowledge! This is just one of the many characteristics of knowledge that make it priceless. Of course, gaining knowledge is an absolute prerequisite for professional development. The Army recognizes this, and as an indicator of its commitment to civilian development, it has made a serious investment — the Army Senior Fellows Program. Think about the significance of this: Amid modular transformation, war in two theaters, major equipment repair, modernization (FCS), Grow-the-Army, BRAC, and quality of life initiatives, the Army has set aside precious resources to sustain a world class fellowship program.

Fellows gain vital knowledge through mentorship, experience,

and education. It's important that this pursuit be planful and cost effective. The Individual Executive Development Plan (IEDP) is where this starts. If you haven't reviewed your IEDP recently, now's the time to do so. Please consider all available inputs, such as your own resume and goals, data from CLIMB and other instruments, and feedback from the ASF staff. Your IEDP is like a "Mapquest" for knowledge — it shows where you want to go and the directions of how to get there.

Central to your development is education. Our goal is to send you to courses that enhance the executive competencies you've targeted in your IEDP. To understand how well a course hit the mark, the ASF staff needs feedback via an AAR from you. AARs can be brief, but they should be

specific about what was of value (or what wasn't). For example, here's an excerpt of a recent AAR: "The course was a worthwhile learning event for me. A review of my notes reveals that I gained the most benefit from Kotter's Change Model, the sessions on collaboration and facilitative leadership, and material on strategic communications. I also benefitted from modules on Congress, the Presidency, and OMB functions. I have already had opportunity to put collaboration material to work in my current job."

Just as you'd close out a TDY with a trip report, it's just as important to finish your educational experience with an AAR. Such feedback helps us in future course selections, thereby using the Army's scarce resources wisely.

SES? Yes!



Helen Tierney has risen to the ranks of the Senior Executive Service. She works in the Office of Field Operations for Customs and Border Protection, within the Department of Homeland Security. Helen is Executive Director of Planning, Program Analysis, and Evaluation where she supports Field Operations in securing 326 ports of entry to the United States. Congratulations, Helen, and best wishes for continued success.

Diversity: A Leadership Imperative by Anna Carter

This July I began my first Army Senior Fellow executive development assignment, working under BG Belinda Pinckney, Director of the Army Diversity Task Force. Though workforce diversity is a familiar term and regularly discussed, the concept is often misunderstood. Hence, I thought it important to share with you the Army's definition, vision, and direction for diversity.

In February 2008 Secretary of the Army Pete Geren and Army Chief of Staff General George Casey Jr. established the Army Diversity Task Force to conduct a holistic assessment of diversity programs and the progress of military and civilian components of the Army. In September 2008 Secretary Geren and General Casey reviewed interim findings and recommendations and directed BG Pinckney to establish a permanent Army Diversity Office. Reporting directly to Secretary Geren and General Casey, the Office will advise Army leaders on diversity policy, strategies, plans, and programs to transform and sustain the Army as a 21st Century leader of diversity. This will be a journey that requires long-term leadership commitment, strategic communication, and change agents at all levels.

What, exactly, does "diversity" mean? Diversity is an *inclusive* culture where differences are valued and performance is recognized regardless of background. Diversity has evolved to include race, gender, ethnicity, sexual orientation, country of origin, ways of thinking, experience, faith, education, cultural background and values. Corporations are currently embracing diversity and inclusion as a proactive "business imperative." The Army is also aggressively pursuing a more proactive approach, and the Army Diversity Office has proposed a new definition of diversity, as well as an Army vision:

- ⇒ Definition (draft): *The different attributes, experiences, and backgrounds of our Soldiers, Civilians, and family members that further enhance our capabilities and contribute to an adaptive, culturally astute Army.*
- ⇒ Vision (draft): *The national leader in embracing the strengths of diverse people in an inclusive environment.....investing in talent, valuing individuals, and developing culturally astute Soldiers and Civilians who enhance our communities and are prepared for the human dimension of leadership and global engagements.*

The Army is moving beyond EEO, Affirmative Action, and other such laws that are reactive in nature and compliance oriented. Our goal is to implement diversity and inclusion practices that are organizationally focused, leadership driven, and proactive. Contrary to popular belief, diversity is not about giving one group an advantage over another or granting a free pass to unqualified individuals just to meet diversity goals. For the Army, diversity is about leveraging individual differences in a way that enhances mission readiness.

Although research shows that today's Army is much more diverse than it was 25 years ago, ethnic diversity continues to be more represented in the lower ranks. However, the Army is now moving beyond representation and demographics in order to leverage individual differences that will enhance mission readiness. To do so, leaders must foster a command climate that embraces diversity and inclusion.. As our nation becomes even more diverse, Army leaders will also need to rethink how they lead, interact, and engage a younger and more varied workforce. As a civilian leader, you can help champion the Army's vision for diversity by focusing on three areas:

- ◆ **Commitment:** Become a diversity champion! Emphasize the importance of an inclusive environment. Embrace diversity related training and education. Make diversity a way of thinking....a way of life!
- ◆ **Strategic Communication:** Keep an open mind. Include diversity in speeches and interviews internally and externally. Promote a common understanding of diversity. Communicate the Army's commitment to diversity.
- ◆ **Talent Management:** Early intervention leads to long-term success. Mentor inclusively across the board. Review succession planning with a diversity and inclusion perspective to optimize organizational performance.

Every one of us comes from a different background with different experiences. Because of this, each one of us brings something different to the table in terms of perspective, knowledge, and skills. By embracing these differences we will strengthen our organizations and increase mission readiness and capability.

Fellows in the News



Sopronia Riley graduated from the Naval War College on November 18th. Congratulations!



Levon (Rick) Anderson has received a Special Act Award for his support of OSD's Industrial Base Cyber Defense Task Force. Rick is currently on assignment to this task force serving as the Army's Chief Cyber Representative.



Kail Fritz, new addition to the Charlie and Anju Fritz family, is happy to follow his Dad in a fellows program.

Mentorship Corner

By Helene Lollis, Pathbuilders, Inc.

In December the mentorship component of the Army Senior Fellows Program will officially launch. Each Fellow will be matched with a senior executive mentor, chosen specifically for him or her based on the results of the individual mentee and mentor interviews. Mentors are matched with mentees based on those key developmental opportunities identified through the interview process. Pathbuilders, Inc., a firm based in Atlanta, is managing the mentor program.

Mentoring is an active sharing of experiences within a formal, structured partnership. Each partnership will focus on topics and information designed to help the mentee be more successful, tapping into the rich insights from the mentor's background and experience. While each partnership is customized to the styles of the participants, the most successful relationships are those that are driven by mentees who come prepared for their monthly discussions and are

open to mentor observations. An orientation session will be hosted in the national capital region on December 15th, bringing mentees and mentors together for training, discussion of expectations, goal-setting, and partnership connections. Additionally, the program will offer discussion guides, webinars, and frequent communications to support and enhance the mentoring sessions. The location and other details for the kick-off will be announced soon.

Army Leaders for the 21st Century

The Army Senior Fellows Program is designed for top performing GS 14/15s and NSPS equivalents who want to further develop their senior leadership potential.

The Army Senior Fellows Program, initiated in 2007 by the Office of the Deputy Under Secretary of the Army, is a two year program of education, executive leadership assignments, and mentoring. The program strengthens participants' Executive Core Qualifications and prepares candidates for senior leadership positions.

Those interested in applying should start preparing their application package now. The 2009 ACTEDS catalog addresses the program's application requirements: <http://cpol.army.mil/library/train/catalog/ch04asfp.html>. In April 2009 the Army will announce its selections, and the new fellows will transfer to the program in late July.

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Opportunity Knocks

by Karen Nolan

As outstanding performers from diverse backgrounds, you have all successfully competed to become Army Senior Fellows. When this opportunity knocked, you answered!

Indeed, though still in its infancy, the ASF Program has established significant opportunities for your professional development and career progression. We're providing centrally funded education that's matched to your needs (and we've sent 10 folks to senior service school who needed it). We've created demand in the field for Fellows and currently have 12 people in visible, important assignments. We've contracted for a professionally managed mentorship program which begins this December. Additionally, Fellows can make a real difference for civilian leadership in our Army by participating in the strategic studies initiative. Cornerstone, our annual

conference, is a terrific event for more training and a great venue for networking. We've also taken a huge step toward stability; the ASF Program now has a line item in the POM. We're here to stay!

All of this shows tremendous support for each Fellow as we pursue the common goal of strengthening your executive competencies. To that end, I cannot overemphasize how important it is for Fellows to take full advantage of each available opportunity, using each activity to maximize your development. As much as the Program has been able to provide, however, it cannot supply magic. There is no magic in developing a network of key contacts, in positioning yourself for upward mobility, in creating job application packages, or in receiving a promotion. Nor are these things like gifts that the ASF Program can give you.

Your hard work remains crucial to your success and career progression.

And speaking of progression, for those who joined the ASF Program in 2007, it's not too early to start thinking about your *next* opportunity, namely, your post-ASF job. Soon I will convey clear guidance on assignments that will assure you of fairness, consistency, and a balance between your interests and those of the Army. Early next year we'll begin discussions over a number of planning options, from your own job search to centrally managed placement. As with all your fellowship experiences, the ASF staff will offer its best support, and we look for your total partnership in this endeavor as well. We will approach this thoughtfully, carefully, and professionally. There's nothing to fear; new possibilities await. Opportunity knocks!